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DDI Chrono

DDI #06169-84
29 October 1984

MEMORANDUM FOR: Director of Central Intelligence
Deputy Director of Central Intelligence

FROM: Deputy Director for Intelligence

SUBJECT: Accomplishing the Research Program

1. Each year for the last three you both have reviewed the draft research program. You both have come away impressed by the program but concerned at its ambition and whether we could get it done. []

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2. I am pleased to report to you that for the second year in a row we completed 80 percent or better of all of the projects listed in the Directorate research program. In the truncated nine month period of the 1984 research program (allowing us to shift to a fiscal year basis) from January through September, we published 665 papers from the research program. By comparison with the full year program of 1983, we finished a somewhat smaller percentage of the program in 1984 (80 percent versus 87 percent) largely because we became somewhat more ambitious and also were saddled with a number of additional tasks that were unanticipated. []

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3. Looking at individual offices, OGI, EURA, NESA and OCR seem to have the best grasp of what they could produce through the year; all accomplished 90 percent or better of their program. SOVA and OSWR were furthest off the mark with the former completing about two-thirds of its program and OSWR about 60 percent. Even so, both offices actually completed more papers than in 1983. Moreover, this past year both have been especially heavily engaged in production of NIEs, SNIEs, and IIMs for the NIC. []

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4. We did less well on some of the cross-cutting themes than on the research program as a whole. We will have to place a higher priority on this part of our program this year (FY-85). []

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5. In sum, as we begin the fourth year of this Directorate's formal research program, it seems to me that the

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record we are establishing of accomplishing 4/5ths or more of the program laid out at the beginning of the year, together with the progress in producing multi-disciplinary papers (about half this year), suggests that the longer-term research so long neglected is finally getting established firmly as a priority undertaking and as a strong base underpinning current intelligence. For example, as we deal with contemporary problems in the Philippines, South Africa and the Warsaw Pact, the extraordinary indepth research that has been accomplished on all facets of these areas provides the strongest base we have ever had for judging future directions. As we think about the new resources we have acquired, it seems to me that we can make a good case based on performance on the research program that they have been put to good use.

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Robert M. Gates

DDI #06169-84

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